



**HYBRID WORKING POLICY**

Report by Chief Executive

**PURPOSE**

- 1.1 The purpose of the Report is to seek approval for a Hybrid Working Policy.

**EXECUTIVE SUMMARY**

- 2.1 A draft Hybrid Working Policy has been developed to encompass the changes that have taken place in the office-based work environment over recent years.
- 2.2 This policy aims to provide a structured framework for employees and managers regarding hybrid working. This policy defines hybrid working arrangements for performing Comhairle work, sets out entitlements, eligibility criteria and other conditions that apply, and has been developed to provide a clear approach for dealing with hybrid working on a regulated and frequent basis. It is not intended to address the ad hoc, one-off arrangements for home working for short periods to complete specific agreed pieces of work.
- 2.3 The intention is that the policy will ensure fair treatment and consistency of approach, which is understood by all employees. It provides a standard framework for reporting, monitoring and managing hybrid working in line with business and individual need.
- 2.4 This policy is underpinned by an expectation that there is no detrimental impact on provision of services or to colleagues and this is always a priority when considering applications and arrangements.
- 2.5 The draft policy was considered by the Corporate Management Team and the Employee Joint Consultative Committee and updates have been included in the appended Policy.

**RECOMMENDATION**

- 3.1 **It is recommended that the Comhairle approve the Hybrid Working Policy appended to the Report.**

Contact Officer: Norma Skinner, Chief Officer, HR and Performance  
Appendix 1: Hybrid Working, Draft Policy

## IMPLICATIONS

4.1 The following implications are applicable in terms of the Report.

<b>Resource Implications</b>	<b>Implications/None</b>
Financial	None
Legal	None
Staffing	This policy has been developed to support employee working arrangements.
Assets and Property	None
<b>Strategic Implications</b>	<b>Implications/None</b>
Risk	A Hybrid Working Policy provides a framework for managing employees working between home and the office.
Equalities	An IIA has been completed and will be published on the Comhairle's webpages.
Corporate Strategy	This Report aligns with the current Corporate Strategy 2024-27 that <i>efficient and sustainable services are provided to the community.</i>
Environmental Impact	None
Consultation	This policy was considered by the JCC on 20 August 2024.

## BACKGROUND

- 5.1 A Home Working Policy was developed in 2020 to take account of Covid-19 and to ensure that there was a structured framework in place to support employees and managers to manage the challenging circumstances of enforced home working for office-based employees and to ensure there was adequate support in place.
- 5.2 It is acknowledged that the majority of the Comhairle's workforce are not office based and attend their workplace daily, carrying out essential duties in the community. For those employees who are office-based, as time has gone on, the majority are now either back working in the office or embracing a hybrid approach to work, spending part of the working week in the office and part based at home.

## POLICY AIMS

- 6.1 The development of a Hybrid Working Policy is a natural progression from the Home Working Policy, capturing the changes that have taken place in the work environment since the pandemic. The policy aims to ensure that there is a structured framework in place for both managers and employees to navigate the challenges of meeting service need, customer expectations, and office space limitations.
- 6.2 The policy defines hybrid working arrangements for performing Comhairle work, sets out entitlements, eligibility criteria and other conditions that apply, and has been developed to provide a clear approach to hybrid working on a regulated and frequent basis. It is not intended to address the ad hoc, one-off arrangements for home working for short periods to complete specific agreed pieces of work.
- 6.3 The intention is that the policy will ensure fair treatment and consistency of approach. It provides a standard framework for reporting, monitoring and managing hybrid working in line with business and individual need.
- 6.4 This policy is underpinned by an expectation that there is no detrimental impact on provision of services or to colleagues.

## **INTEGRATED IMPACT ASSESSMENT**

- 7.1 This policy aims to ensure an appropriate and equitable response to employee requests for hybrid working, with decisions taken and communicated in an efficient and fair manner. The policy will be implemented in conjunction with the Comhairle's commitments to diversity and equality.
- 7.2 As part of the development of the Hybrid Working Policy, an Integrated Impact Assessment has been undertaken. This document will be published on the Comhairle's website.

## **CONSULTATION**

- 8.1 This Hybrid Working Policy was subject to consultation with Corporate Management Team and the Recognised Trade Unions through the Employee Joint Consultative Committee.

## **CONCLUSION**

- 9.1 The development of a hybrid Working Policy aims to encompass the changes that have taken place in the office-based work environment over recent years and to provide a structured framework for both managers and employees to navigate the challenges of meeting service need, customer expectations, and office space limitations.